



Wittington
INVESTMENTS

Tax Strategy

May 2026

The publication of the following tax strategy is in accordance with the requirements of Section 161 FA 2016 for the financial year ending 12 September 2026

1. Scope

This strategy applies to Wittington Investments Limited ('Wittington') and to the group of companies owned by Wittington (collectively 'the Group') in accordance with paragraphs 19 and 25 of Schedule 19 to the Finance Act 2016. A list of the entities to which it applies is set out below. The strategy has been published in accordance with paragraph 16(4) of the Schedule.

This strategy applies from the date of publication until it is superseded. References to 'UK Taxation' are to the taxes and duties set out in paragraph 15(1) of the Schedule. References to 'tax', 'taxes' or 'taxation' are to UK taxation and to all corresponding worldwide taxes and similar duties in respect of which the Group has legal responsibilities.

The business of the Group is the management of investments in a wide range of assets. Of these, the largest is its majority shareholding in Associated British Foods plc ('ABF') which is quoted on The London Stock Exchange - accounting for approximately 88%¹ of its consolidated profits before taxation. ABF's tax strategy and tax matters have been delegated to ABF's Board by the Group's Board. ABF's separate tax strategy is available at www.abf.co.uk.

The Group is managed in four different business segments, being Luxury Retail, Real Estate and Private Markets & Other Investments in addition to ABF.² Whilst operational decisions are made by managers in each of the business segments, the corporate centre provides a framework within which these managers have the freedom to act. The corporate centre agrees strategy with the businesses as well as monitoring performance.

2. Aim

The Group is committed to full compliance with all statutory obligations and full disclosure to relevant tax authorities. The Group's tax affairs are managed in a way which takes into account the Group's wider corporate reputation and overall high standards of governance.

¹ Source: Audited financial statements of Wittington Investments Ltd for year ending 13th September 2025

² In addition, Wittington has an 85% subsidiary interest in WINDL Offices Limited, a UK property development company, and a joint venture with Nurton Developments Limited. Although Wittington has two directors on the board of the WINDL Offices Limited its day-to-day activities, including setting of policies and procedures, are effectively controlled by the minority shareholder and tax strategy is delegated to the subsidiary board and executives.

3. Tax Principles

The Group's principles governing the management of its tax affairs are fully aligned with the Group's wider commercial, reputational and business practices and are consistent with its commitment to corporate responsibility. They consist of the following:

- complying with applicable tax laws, rules, regulations and disclosure requirements;
- paying the right amount of tax based on the tax laws, rules and regulations of the territories in which we operate;
- interpreting tax law using relevant guidance and discussing such interpretation with tax authorities and external advisers where appropriate;
- seeking to have constructive and transparent working relationships with tax authorities based on mutual respect and trust; and
- proactively managing and monitoring compliance with the above tax principles.

4. Attitude towards tax planning and level of risk

The Group manages risks to ensure compliance with legal requirements in a manner which ensures payment of the right amount of tax.

When entering into commercial transactions, the Group seeks to take advantage of available tax incentives, reliefs and exemptions in line with, and in the spirit of, tax legislation. The Group does not undertake tax planning unrelated to such commercial transactions.

The level of risk which the Group accepts in relation to UK taxation is consistent with its overall objective of achieving certainty in the Group's tax affairs. At all times the Group seeks to comply fully with its regulatory and other obligations and to act in a way which upholds its reputation as a responsible corporate citizen.

5. Governance in relation to UK taxation

- Ultimate responsibility for the Group's tax strategy and compliance rests with the Board of Wittington;
 - The Chief Financial Officer ('CFO') is the Board member with executive responsibility for tax matters;
 - Day-to-day management of the Group's tax affairs is delegated to the Tax Manager, who reports to the Chief Financial Officer ('CFO').
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- The CFO attends all Board meetings and reports to the Board on the Group's tax affairs and risks which could have a material impact on the group.

This policy is reviewed by the Board on an annual basis or more frequently as necessary.

6. Risk Management

- The Group operates a system of tax risk assessment and controls as a component of the overall internal control framework applicable to the Group's financial reporting system;
- The Group seeks to reduce the level of tax risk arising from its operations as far as is reasonably practicable by ensuring that reasonable care is applied in relation to all processes which could materially affect its compliance with its tax obligations;
- Reviews of activities and processes to identify key risks and mitigating controls periodically take place. These key risks are monitored for business and legislative changes which may impact them and changes to processes or controls are made when required;
- Appropriate training is carried out for staff who manage or process matters which have tax implications;
- Advice is sought from external advisers where appropriate; and
- Areas of tax compliance are outsourced to external advisers where appropriate and necessary.

7. Relationship with HMRC

The Group is committed to having an open, transparent and constructive relationship with HMRC. The Group endeavours to conduct all dealings with HMRC on a collaborative, courteous and timely manner with a view to having this approach reciprocated. Meetings and communication take place with HMRC in respect of current, future and retrospective tax risks, business developments and interpretation of the law in relation to all relevant taxes.

The Group endeavours to ensure that tax matters are discussed with HMRC on a real time basis and any tax issues arising are raised at an early stage. When submitting tax computations and returns to HMRC, the Group makes best endeavours to disclose all relevant facts and to identify any transactions or issues where it considers that there is potential for the tax treatment to be uncertain.

Any inadvertent errors in submissions made to HMRC are fully disclosed as soon as reasonably practicable after they are identified.

8. List of Group entities covered by this Tax Strategy

Wittington Investments Limited
Wittington Investments PEF (USD) Limited
Howard Investments Limited
Wittington Investments (VO1) Limited
Wittington Investments (Properties) Limited
Wittington Investments (Developments) Limited
Wittington Investments (Richmond Hill Hotel) Limited
Richmond Hill Hotel (Operations) Limited
Wittington Investments PEF (GBP) Limited
Wittington Investments PEF (Euro) Limited
Wittington Investments (Apollo) Limited
Wittington Investments Finance Limited
Wittington Investments (Private Equity) Limited
Avery Row Management Limited
Listergate Student Holdings Limited
Heal & Son Limited
Heal's Holdings Limited
Heal's (1810) Limited
Fortnum & Mason Public Limited Company

Dormant companies listed in the footnote³

³ George Weston Limited, Wittington Investment (Sandaire) Limited, Wittington Investments (Graphite) Limited, WILH (Investments) Limited, Heal's Plc, Heal's Finance Limited, Ambrose Retail Limited, Heal's Pension Fund Trustees Limited, F. & M. Limited, Fortnum & Mason (Export) Limited, Fortnum and Mason Hospitality Limited, Fortnum and Mason (London) Limited, Fortnum's Limited, Fortnum & Mason USA Inc,